

News Letter

AMERICAN MANAGEMENT ASSOCIATION

20 Vesey Street

New York, N. Y.

No. 22

July 15, 1925

Management Research Program for 1925

As the work of the A. M. A. has progressed, it has been found that particular management topics do not lend themselves to investigation by committees or by volunteer authors alone. This is particularly true of topics the study of which calls for travel and heavy clerical postage and other expense. As a rule, the services of a volunteer investigator can be secured. This situation has called for appropriations for what has been called a "management research program."

The research program for this calendar year, subject to certain additions which are under consideration and which may be added later, are as follows:

- I. **Salary Administration:** Printing and distribution of the report prepared in 1923-4 by Harold B. Bergen of Henry L. Doherty & Co., Rita Hilborn of H. A. Hopf & Co., F. A. Kingsbury of the University of Chicago, Marion A. Bills of the Ætna Life Insurance Co., and Paul F. Brissenden of Columbia University.
- II. **The Regularization of Employment:** Publication by Harper and Brothers of the volume begun in 1923 and completed in 1924 and 1925 by Dr. H. Feldman of Dartmouth College under the auspices of the Association.
- III. **Field Sales Organization:** Completion, printing and distribution of the report begun in 1924 by Theodore Sander of the Harvard Graduate Business School under the direction of Dr. Harry R. Tosdal, Professor of Marketing.
- IV. **Measuring Office Output:** Beginning of a study under the auspices of a committee of the Office Executives Division.
- V. **Some Principles of Organization as Developed by Companies.** This study will be started this year by a

group of investigators under the direction of J. O. McKinsey, head of the Department of Accounting, University of Chicago. A preliminary report on "Are There Trends in Management Organization" will be presented at the autumn conference on "Management Budgeting and Organization."

- VI. **The Job of the Sales Executive:** Dr. Harry R. Tosdal, Professor of Marketing at the Harvard Graduate Business School will begin a study of this difficult topic for the Sales Executives' Division, anticipating that it will be published in 1926.
- VII. **Personnel Terminology:** The results of the careful search and preparation of definitions of personnel terms under the direction of a committee of which J. D. Hackett is chairman will be published in the early autumn.
- VIII. **Personnel Administration in College Curricula:** For a year and a half a committee of which Dr. Lee Gallo-way, Vice-President of the Ronald Press Company, is Chairman, has been studying what is actually being done or not being done by the arts and engineering colleges and collegiate schools of business to prepare future executives on the human side of management. The field has been surveyed by means of questionnaire, correspondence, field work and conference.

The results will be published during 1925 in the forms of a summary report and also in the form of a complete report.
- IX. **Survey Reports:**

Less thorough surveys of the methods by which various management problems are met by representative companies have been prepared and distributed (except for i. which is being prepared) to Research Sustaining and Company Members as indicated in the list below. Others will be undertaken later as initiated by Research Sustaining Members.

 - a. Rewards for Inventions
 - b. Training Retail Salespeople, by Gertrude A. Posner, R.R.A.
 - c. Compensating Retail Salespeople, by Dr. R. C. Craig, University of Pittsburg.

- d. Payment for Employee's Civil and Military Duties
- e. Vaccination of Employees Against Smallpox.
- f. How New York Employers Treat Absence for Sickness, by Industrial Bureau, Merchants' Association of N. Y.
- g. Disseminating Information Among Employees
- h. Pensions for Industrial and Commercial Employees
- i. Salesmen's Automobile Expense, by Edwin E. Troxell.
- X. Special Investigations on specific problems upon request for Research Sustaining Members.

The Board of Directors in conference with representatives of Research Sustaining Members are already planning a definite management research program for 1926 and a tentative program for 1927.

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Public Personnel Studies

It has been customary to expect and tolerate inefficiency in the public service, yet business men are beginning to appropriate the term "budgeting" from government circles. It must also be admitted that in some phases of personnel administration those interested in efficiency in government were pioneers.

The Bureau of Public Personnel Administration at Washington is one of the indices of this progressive element in the public service and this institution has published some very interesting papers which the Association has on hand and will be glad to send to members who inquire:

Principles Involved in Securing Service Ratings as Exemplified in a Large Bank. By Dr. Forrest A. Kingsbury.

Value of Photographs and Handwriting in Estimating Intelligence. By Katharine T. Omwake.

Principles and Technique of Preparing a Plan of Compensation for Positions and Employees in a Large Organization. By E. O. Griffenhagen and Fred Telford.

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1926 Program of Committees and Subject Assignments

The Association's well-known system of committees has undergone its annual revision. Plans are under way, however, for

1927 to be completed before the end of this calendar year so that ample time may be available for thorough investigation by the committees or by persons selected to carry out their studies for them.

The program of committees and subject assignments for 1926 is as follows:

- Committee: Personnel Administration
 - Subject: Trends in Personnel Policies
- Committee: Psychology in Management
 - Subject: Rating Employees
- Committee: College Relations
 - Subject: The Liberal Arts Graduate in Business
- Committee: Public School Relations
 - Subject: Part Time Education
- Committee: Employment
 - Subject: Budgeting Personnel Requirements
- Committee: Education and Training
 - Subject: The Line Executive's Part in Training
- Committee: Employee Service
 - Subject: Recreation and Athletics
- Committee: Thrift
 - Subject: Employee Investments in Company Securities
- Committee: Remuneration of Employees
 - Subject: Principles Underlying Vacations with Pay
- Committee: Management Organization
 - Subject: Some Principles of Organization as Developed by Companies
- Committee: Supervision
 - Subject: What is Supervision?
- Committee: Forecasting Business
 - Subject: Setting Up a Forecasting Program
- Committee: Stabilizing Business
 - Subject: The Costs of Irregular Business
- Committee: Evaluating Management
 - Subject: Measuring Morale
- Committee: Public Relations
 - Subject: Scope of Public Relations Activities
- Committee: Company Publications
 - Subject: Keeping Down the Net Cost of House Organs and Employee Publications
- Committee: Management Aids from Army Procedure
 - Subject: Training in the Army
- Committee: Payroll Procedure
 - Subject: Payroll Accounting
- Committee: Job Analysis
 - Subject: (Topic under consideration)

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